

Program: Exec (Batch2016-17), Semester-IV, End Term Exam paper, Subject: Strategic Leadership and Change Management

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Program: PGDM Exec (Batch2016-17), Trimester-IV
Subject: Strategic Leadership and Change Management
(End Term Examination)

Maximum Marks: 50

Duration: 3 hours

Date: 13/09/ 2017

Instructions

- 1. Attempt all the questions.**
- 2. Do not attempt any extra questions. They will not be marked.**
- 3. Please number your answers appropriately.**

QUESTION 1 Read the case and answer the following questions (20 marks)

Case

In 1994 when Carol Bernick and her husband took over the reins of a company that her father and mother had built, they faced flat sales and poor profitability on Culver's best known brands – Alberto V05, St.Ives, and Mrs. Dash. Retailer consolidation was under way and the competitive nature of the industry was tough. Colgate-Palmolive, L'Oreal and Unilever all had superior marketing and manufacturing. The Bernicks looked around and realized that the organization wasn't equal to the challenge. In an effort not to hurt people, her parents had sheltered employees from the details of the operation and the business realities facing the firm (losing market share, high costs etc.).

In an effort to change employee motivation, Carol engaged a consulting firm to study the level of job satisfaction of the employees. The results devastated her. Even the company's best performers complained about non-competitive benefits, hard to understand policies, the lack of family-friendly policies, infrequent performance evaluations, lack of team spirit, and the like. She created a new position called growth development leader (GDL). The people who occupy them are involved in the careers and lives of their subordinates, helping them set goals that contribute to Culver's profitability, participating in their performance review processes, and being sure that they understand and take advantage of the HR policies. Annually, the GDLs and their employees split into four teams and are given 15 minutes to agree on the four biggest challenges facing the business and the 4 most irritating aspects of their jobs. After the teams come up with their lists, they are told : "Okay, you're the CEO. You have only so many resources, and you can't do it all. Which four deserve attention? Some of the irritants that Bernick removed were ordering laptops for people who are traveling. She realized that lots of irritations, such as Culver's lack of personal days and no direct deposit of paycheck, needed to be taken care of before employees could really think about strategic issues.

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She is a firm believer that you need to measure change. Therefore once a year all employees are asked question, such as “how often does your GDL meet you?” and “During the last year, has the GDL made you feel better, the same, or worse about working at Alberto Culver? She recognizes all GDLs who scored well in key categories and the overall best-scoring GDLs are given company stock. She personally sits down and talks with all GDLs about their results and what drives them . Alberto Culver has a business Builder Award, given to individuals who make a real impact on its growth and profitability. Employees also have a chance to vote in People’s Choice Awards. Employees vote for the person they’d most like to have on their team, the person who blends in commitment to a local community with high performance at Alberto Culver. All these rewards programs are designed to reinforce the central point: Individuals make difference, and companies don’t succeed- people do.

Questions :

- (a) What’s Carol Bernick’s philosophy for motivating employees at Alberto–Culver?
- (b) What employee needs is she reaching by her reward programs?
- (c) If you are the Change consultant to Alberto–Culver what would your advice be to GDL to motivate individuals and teams for effective performance?

QUESTION 2 Any two (7.5*2 =15 marks)

- 1. What is the role of a leader in driving interventions or a change initiative in an organization?
- 2. Discuss and differentiate between the role of an internal and external change consultant?
- 3. The process of institutionalizing change interventions is dynamic in nature and institutionalization is the first step to trigger further change. Explain.
- 4. Human Resource issues are the major reasons for the failure of mergers and acquisitions. What steps can be taken for a smooth transition.

QUESTION 3 Any two (7.5*2 =15 marks)

- (a) Define diagnosis and explain how the diagnostic process discovers the underlying causes of problems.
- (b) Large-group interventions have its fair share of challenges. Explain the process and principles of LSIP in the change management process.
- (c) Managing workforce aspirations as a challenge of today’s glocal organizations enumerate the various change initiatives useful in this area

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